

*1st Call for
capitalization projects*

Terms of Reference

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INDEX

Introduction	3
1. MED Capitalization process: context.....	4
2. Expectations of the call: objectives	5
3. Definition and characteristics of the projects: contents of the call	5
3.1 Duration	6
3.2 Budget.....	6
3.3 Partnership.....	6
3.3.1 Lead Partner typology.....	6
3.3.2 Quality of the Partnership	7
3.4 Types of projects.....	8
3.4.1 Operational definition of the project	9
3.4.2 Thematic definition of the project	13
3.4.3 Spatial definition of the project.....	14
3.4.4 Horizontal issues	14
4. Application procedure: contents	14
ANNEXES and SUPPLEMENTARY INFORMATION	16
Annex 1. Project eligibility criteria.....	16
1. Administrative conditions	16
2. Partnership	16
3. Identification of the project	16
4. Financial statements.....	16
Annex 2. MED capitalization process: Reflexions and steps that brought to the launching of the capitalization call.....	18
Annex 3. Clustering process : Indicative list of the 4 themes and 8 clusters emerging	19
Annex 4. Panorama of selected MED projects.....	20

Introduction

The MED Programme is a major tool for exchanges between Mediterranean countries, promoting a Europe of solidarity. We support and implement a variety of activities and projects in priority areas of innovation, environment, transport, culture. The Med Programme has decided to capitalize and keep track of the main achievements, activities and cooperation practices in the Mediterranean. With capitalization, we wish to transform relevant skills into information that can be used by others, and mutualize productions and achievements in the Mediterranean space, seeking for better transferability of experiences in order to:

- cherish expertise and know-how gained;
- promote change;
- support creativity and sharing;
- build the future;
- produce new skills on Mediterranean level;
- provoke action with useful existing skills;
- work for joint solutions to shared problems ;
- enhance local and national actions (mainstream)
- etc.

1. MED Capitalization process: context

The MED Programme capitalization process was set up as a group exercise, aiming at the involvement of all Programme stakeholders with two main purposes:

- To shed a critical and analytical eye on past and current experiences of the Programme and of the projects in order to gain insight and improve practices during the current programming period.
- To feed future actions and strategies for the next programming period 2014-2020, also considering emerging trends, challenges, debates (including macro-region perspectives) and the EU 2020 strategy.

The process should allow actors and stakeholders of the Programme to:

- Learn lessons from their cooperation experience;
- Share achievements in order to learn mutually;
- Frame and disseminate these experiences and lessons learnt, to promote and to share them with other actors who have not been directly involved.

Steps that have led to today's situation are described in the annexes, for background information.

The clustering process is a particular feature of the global capitalization process of the MED Programme. It has allowed expressing first thoughts and reflections, and carrying out actions.

The topics and clusters identified **up to now** are presented in the annexes. They are the result of a shared analysis among projects, external experts and the programme management.

They are not exclusive and do not prevent other proposals to be submitted in the framework of this call, whenever these are convincing and supported by clear arguments.

Clustering is one of the aspects of the whole capitalization process of the programme and not integrated into the present call: it should not be understood as the priority means for capitalization, but rather as one of its components. For a global view, a panorama of the projects programmed within MED is presented in the annexes.

From a thematic point of view, three main global themes were identified: innovation, environment & sustainable development, connectivity. Within these main thematic areas, more detailed subjects were identified, allowing determining tendencies in fields of activity of selected projects. Most of the projects focus on more than one very specific field of activity or subject. (Please see annexes)

Mostly we are interested in capitalizing results of the MED programme, but with links to other programmes and actors, we hope that synergies are found especially within similar themes.

For example, several MED projects have developed (or are still developing) web platforms aimed at sustaining innovation in specific sectors and with different methods. They are essentially aimed at technology transfer, but they range from platforms mapping innovative technologies and consequently promoting matching requirements with technology users to platforms that attract innovative ideas for SMEs or propose innovative services. There are also platforms promoting connections between different markets at transnational level.

Other operations experiment with systematization of innovative services and “soft” infrastructures, supporting the start-up or development of innovative and creative SMEs/industries. In these cases, they take the form of incubators, clusters, living labs, open innovation communities, etc.

2. Expectations of the call: objectives

In short, taking into account the aforementioned context, the present call promotes the emergence of capitalization projects capable of improving:

- the long-term impact of results attained by the previously approved projects (by raising awareness and at the same time ensuring a larger take-up of project outcomes, increasing their territorial impact) actively targeting relevant stakeholders ;
- the structure and content of the MED programme for the next programming period.

It has to be highlighted that it is not the purpose of this call to finance the simple extension of past or current operations but to implement new and concrete initiatives based on formerly acquired results.

The general objective of the call is to increase the actual and future impact of transnational cooperation through the sharing, mainstreaming and transfer of accomplished products towards local public policies regional and national.

What are the specific objectives?

Taking into account the scope of the call and the resources and time available, the specific objectives of the capitalization call are:

- Create synergies among projects and partners and build up a 'network of networks' in order to reinforce and enlarge the capacities of the classical, targeted and strategic projects to disseminate and transfer (their results);
- Develop synergies between tools and/or models implemented by different projects;
- Develop and implement indicators to evaluate good practices in order to facilitate their dissemination and transfer (actual and in the future);
- Develop 'a lobbying approach' (towards European and national norms and laws);
- Prepare initiatives at a greater scale (partnership, area, priorities...), capable of increasing the impact of territorial cooperation towards mainstream (transfer of good practices towards mainstream regional OP and/or other national and local policies).

Each capitalization project can choose from these specific objectives.

3. Definition and characteristics of the projects: contents of the call

Considering the novelty and the motivations of this call, but also the different constraints to its implementation, the administrative rules differ from previous MED calls.

The project applications must be designed in order to provide objective responses to well identified challenges. Projects are requested to work over **the outputs of previous operations resulting from the work of all partners**, establishing a working plan of recognizable capacity to address concrete results.

The project partnerships should firstly identify the experiences and results they propose to capitalize and then define a methodology, set up an action plan aimed at achieving realistic results.

3.1 Duration

The maximum duration of the project is 18 months with the latest closure date possible at 30 June 2015, following from the date of closure of the MED Programme activities.

3.2 Budget

The approximate ERDF budget for the call is 7M€.

As capitalization projects can implement several types of activities tackling needs at different levels, no fixed budget has been firmly set. Each project can request between 300 000€ and 1M€ of ERDF contribution.

Each project will have to strongly demonstrate the relevance of its budget compared to actions and roles for stakeholders and to the requested budget, and in particular, in regard to its capacity to pay costs and certify them.

The budget should be realistic and relevant in regard to the length of the project and the activities proposed. The Programme will give no advance payments for the ERDF contribution.

3.3 Partnership

The mainstreaming objective (of the call) requires a strong involvement of public authorities (policy-makers and public managers) having the adequate position and competencies to propose or change norms, regulations and plans.

Nonetheless, the capitalization activities can only impact the mainstream programmes as and where this is deemed to be appropriate by the respective Member State. It is then essential that the capitalization project targets the decision-makers and is capable of making most effective use of already identified good practices.

The definition of key actors should be extended also to all those networks and organizations that have an important experience in targeting and influencing policy makers (e.g. CPMR, ARE, CoR...) or whose involvement can ensure a multiplier effect in mobilizing target groups or key actors.

Also social and economic actors (economic and registered citizenship associations) may be concerned / targeted, because they can adopt good practices and standards, thus changing socio-economic behaviors.

Other potentially relevant partners are organizations that have specific and scientific competences providing expertise for the production of capitalization outputs.

It is recommended that capitalization projects can create synergies with entities/partners of projects of other territorial cooperation (and thematic) EU programmes (to be specified with concrete indications and, if possible, agreement letters), as well as with relevant International, EU and UN agencies / organizations enhancing good practices and policy recommendations to capitalize.

3.3.1 Lead Partner typology

The Lead Partner (LP) must be based in an EU country within the MED eligible area.

The LP structure must have experience of management of a former or on-going MED project.

The LP should also have competencies in regard to the specific activities of capitalization (see operational definition of projects in p. 10).

3.3.2 Quality of the Partnership

For management and budget purposes (within the limited implementing time), **the partnership should in no case exceed 15 partners** (if a higher number is proposed there should be solid arguments that justify it from the point of view of project governance and budget share).

A complementary level of participating institutions, as external partners, is recommended, gathering structures that, although not receiving co-financing, can act as multipliers and strongly reinforce the impact of the project.

Restriction related to the origin of partners: the core partnership – that is to say the ERDF receiving partners – cannot contain more than two partners from the same legal structure (e.g. two regional departments for each Regional Authority involved, two departments of the same university, two departments from the same ministry) and no more than three different partners coming from the same previous project, bringing to the capitalization project already shared outputs and results (from Med and/or other programmes). These should be sustained and provided to the future programming period 2014-2020.

Nevertheless, if more partners from the same legal structure or from the same project would like to take part to the capitalization project, they could be included as external partners.

Geographic coverage: the minimum requirement is that 5 EU countries of the eligible area must be represented. The participation of partners from other countries is encouraged, either as associated partners or eligible for co-financing.

In the latter case the following conditions apply:

- From EU countries not in the MED area: up to 20% of the total eligible budget of each project;
- From IPA countries: a minimum recommended participation of 50.000€ total budget;
- From third countries: only travel expenses could be eligible while endorsed by the EU partners on their own budgets.

The participation of IPA and non-EU partners does not require that they have already participated to a cooperation project.

Type of partners: partnerships can contain:

- Partners from former or on-going MED projects;
- New partners with relevant competences and experience coming for the MED programme or other EU programmes including ENPI MED and IPA programmes.

Nature of partners: partnerships can contain (non-exhaustive list):

- National, regional and local authorities;
- National, regional and local environment agencies;
- Regional and local development agencies and associations;
- Research centers and universities;
- Training centers;
- Control and certifying bodies;
- Business clusters including Chambers of Commerce, platforms;
- Civil society, professional associations, non-governmental associations, international organizations.

External partners:

The external partner is any public or private body, regardless its nature, that will participate in the project but won't receive any kind of ERDF reimbursement from the MED programme in the framework of that participation. This engagement must be formalized through the signature of a "Declaration of external partner" to be included in the application pack. The engagement of the external partners in the projects activities has to be clearly identified (clear tasks listed in the Application)

External partners might contribute by participating as observers in scientific committees organized by the partnership, or be more strongly involved, facilitating the implementation of certain activities in their territory or providing facilities.

Some of their expenditures could be covered by the project budget, if they are:

- relevant for the project;
- foreseen in the application form;
- eligible and paid by an ERDF receiving partner.

For example, one of the project partners can organize and pay the expenses related to the traveling and accommodation of an external expert sent from an external partner to participate in an event organized by the partnership.

3.4 Types of projects

Capitalization projects can range from networking activities to pilot mainstreaming and policy mainstreaming. But rather than describing predefined types of projects, the approach for this call is to open possibilities, providing the framework for the projects to build their own profile and justify the proposal.

As examples we can list:

Project (type)	Objectives	Activities	Deliverables	Results
Networks	Sharing knowledge, pooling	-Transfer knowledge, practices - Exchanges - Meetings	Seminars, conferences, studies, summaries, databases	Charter, protocols, joint observatories
Institutional	Lobbying, information, governance	Exchanges, conferences, seminars	Charter, protocols, white/green books	New policies, regulations, instructions, deliberations
Research, experimentation	Creation tools, modeling	Pilots projects, tests	Prototypes, collective works, software, collective studies, action plans	Methodologies, practices, applications, common procedures
Combined	Projects that combine the three approaches above, with objectives, activities,			

outputs and results linked to the topics chosen more than the intensity of cooperation within the partnership: projects and cross-cutting themes.

Example for guidance:

Thematic area: Energy Efficiency

- Strategic objectives: To strengthen the efficiency of regional policies with regard to energy and climate challenges;
- Operational objectives: To organize the transfer of best practices between European regions; Facilitate the integration of these best practices in regional programmes.

Planned activities:

Definition of a Methodology (e.g. choice analysis of good practices to be transferred; selection of regions that transfer and integrate, development of an action plan, transfer step, evaluation etc.).

Deliverables under the process started:

Transnational seminar, training sessions, workshops expertise in each region etc.

In general, the three obligatory features of a capitalization project are its operational, thematic and spatial definition.

The following must be particularly thought of:

- Time limits
- Objectives
- Results (concrete and realistic)
- Partnership competencies and skills
- Budget (well adapted to the proposal and capacities of engagement, spending and certification of each partner)

3.4.1 Operational definition of the project

The proposed project must **capitalize outputs and results** from former or ongoing projects (they must be clearly identified and listed in the application).

These outputs and results must come **essentially** from the MED Programme and also from other EU territorial cooperation (and thematic) Programmes able to bring a clear added value to the priorities and objectives of the MED Operational Programme.

The overall aim of the proposal must be to reinforce the impact of the achieved project results on territories

The foreseen **outputs** must be directly linked to the aim and objectives of the proposal.

The foreseen **results** (in terms of effect) must be assessed.

An **evaluation plan and tangible qualitative indicators** must be anticipated to assess project success.

Relevant actions comprising technical and mainstreaming (implementation and policy) type of activities must be clearly explained.

In order to help you identify the outputs and results relevant to develop your capitalization project, a database on MED projects is available for applicants.

The following table gives a schematic and non-exhaustive example of possible capitalization projects.

CAPITALIZATION of ...	WITH the OBJECTIVE to ...	THE OUTPUTS WILL BE... (PRODUCTION / REALISATION)	THE RESULTS WILL BE (EFFECT / IMPACT)	and ASSESSED BASED ON... (EVALUATION methods /INDICATORS)	AND WILL BE ACHIEVED THROUGH THE FOLLOWING EXAMPLES OF ACTIONS...
RECOMMENDATIONS	Integrate and disseminate policy recommendations coming from MED and other Programmes' projects, Etc.	Carrying out and diffusion of joint package of policy recommendations for the next MED Programming period; Effective integration of policy recommendations at precise levels of governance; Memorandum of understanding Etc.	Updated regional strategic plan/rules	Number and quality (representative level) of policy makers and decision makers (public and private managers); Number and quality of economic and social constituencies involved; Number and quality (diffusion capacity) of media involved; Number of contacts; Number and type of improved policy documents; Etc.	Networking activities to share and discuss the policy recommendations coming from the different projects; Elaboration of the joint-package of policy recommendations considering MED contexts and specificities; Diffusion and communication activities in connection with stakeholders networks (Committee of the Regions, AER, CRPM, economic and social networks, ...)
DIVERSE RESULTS OF PROJECTS TACKLING SAME or CLOSE THEMATIC (to be precisely defined in application form)	Develop macro-projects: common comprehensive and integrated project capable to achieve concrete results and increase of territorial cooperation period; Etc.	Production of feasibility studies; Widening of networks of partners; Deepening actions to be implemented; Etc.	Enlarged territorial impact of well-defined plans/policies/tools; Etc.	Number of different partners and/or MED territories; Diversification and quality of the partners according to the different tasks of the macro-projects (from scientific analysis to communication); Etc.	Common elaboration of a macro-project; Feasibility analysis considering institutional and financial sustainability, synergies with EU, national and regional funds; Etc.

GOOD PRACTICES	Share and transfer good practices and relative policy recommendations in diverse Mediterranean territories and to end-users ¹	Production of guidelines for the harmonisation and adaptability of good practices and policy recommendations in new MED territories produced; The effective implementation of good practices transferred from different territories/stakeholders Etc.		Number of stakeholders involved in the transfer activities (number of persons trained and level of satisfaction), widening constituencies and practitioners interested and capable to implement the good practices; Number and level of satisfaction of end-users informed and involved in pilot actions; Etc.	Pooling knowledge and expertise from the existing projects by creating a platform for exchange (virtual and/or physical); Development of innovative education, training and outreach curricula, learning materials and other capacity building tools to be delivered to target groups; Implementation of pilot actions in new and different Mediterranean territories for producing demonstration and transfer effects; Etc.
OPERATIONAL TOOLS (databases, platforms, methodologies, etc.)	Develop synergies between the tools	Strengthening / optimization of toolbox Develop common tools, create synergies between tools	Enlarged territorial /sectorial impact of tools; Etc.	Number of users; Etc.	Promoting tools Creating a legal sustainable frame to insure long lasting, effective and broad use of tools
Etc.					

¹ Capitalization projects should involve new and different MED territories in analyzing institutional asymmetries as well as economic and social differences to make good practices adaptable, harmonic and really transferable. Furthermore capitalization project should aim at giving visibility, inform and directly involve end-users, enhancing the impact of good practices and projects' results.

3.4.2 Thematic definition of the project

A thematic approach is to be combined with the operational approach. The following table comprises themes resulting from the information gathered from former and on-going projects. As most projects tackle different themes combined, there will be a possibility to define your project according to your main thematic and secondary ones.

Smarter MED – Innovation, Economics and Entrepreneurship			Greener MED – Sustainable Models and Climate Change				Closer MED – Governance / Accessibility		
Cultural heritage/creative industry	Knowledge and Technologies	Innovation capacity and awareness rising	Rural economy	Management of natural resource	Territorial management	Risk	Transport connections	Logistics	Governance

3.4.3 Spatial definition of the project

Actions of the projects target most of the time one or more specific areas such as **the rural area, the urban area, the coastal / hinterland area or the maritime area**, that will be defined in a flexible way in the application form.

3.4.4 Horizontal issues

The project must also demonstrate some transversal quality such as its **transferability**, its **added value** and its **sustainability in a transnational** context.

The transferability is defined as the capacity to adapt outputs to different contexts and involve different MED territories, especially those that have not been previously involved in the projects. Capitalization projects should forecast activities aimed at overcoming contextual asymmetries (for example institutional asymmetries) for facilitating the transfer and appropriation of outputs.

The capitalization projects must enhance outputs produced by previously approved MED projects (good practices and policy recommendations), bringing more efficiency in terms of outcomes/results (direct effects on end-users) and impacts (indirect and more general and long term effects on territories, economies and societies).

For this purpose, the projects must clearly indicate the departing point: **the specific outputs to capitalize (and transfer)**, indicating:

- their added value concerning the state of art (with particular reference to the Mediterranean contexts and specificities and in the framework of the European Union 2020 Strategy),
- their efficacy in terms of results (outcomes).

In the case of capitalization projects dealing with the mainstreaming and wider regional scale, public authorities should be concretely involved as partners.

Relevant public authorities should declare their intention to exchange and learn from good practice, and to be available to impact their plans (for example regional operative programmes, as and where this is deemed to be appropriate by the respective Member State).

The mainstreaming has more chances to be real if a specific activity is directed to legal and institutional appropriation through the elaboration, discussion and approval of norms or amendments to regulations, as appropriate to the legal framework of each country.

NB: The beneficiaries are encouraged to contact the JTS, the programme Liaison Offices and the National Contact points to receive additional information on projects that have been selected within the programme.

4. Application procedure: contents

A one step application procedure will be carried out.

Once the applications have been received, the MED programme representatives can decide to invite all projects that would score beyond a minimum threshold established by the Selection Committee.

This hearing would be carried out before the final decision of the Selection Committee, its objective being to orient projects, to help improving their quality. This concerns projects that would be seen as having a potential but not responding to all quality criteria.

These projects will be given approximately a calendar month to draft a final proposal to be re-submitted to the validation of the Selection Committee.

The MED programme reserves a right to create a reserve list to projects approved, if their number is higher than the budget resources available for the call, allow to finance. Programming projects from this list would remain possible (if further resources become available) until the end of the year 2013.

All capitalization projects will equally be requested to take part to joint activities organized by the programme (with or without external experts), in order to maximize their impact and transferability.

To ensure this, the approved projects will benefit from qualitative follow-up and advice from the JTS during their implementation.

Indicative timetable:

The call is launched on the 23 July and the deadline to submit projects is the 31 October 2012 (See the Submission procedure on the programme website www.programmemed.eu)

Eligibility and quality criteria

Stakeholders are advised to consult the documents provided by the MED programme – namely the fact sheets and the eligibility grid – concerning administrative aspects and eligibility of expenses. Regarding further information on national rules and eligibility of expenses, projects should contact their National Contact Points. (Listed in the annexes)

The evaluation and selection criteria, validated by the members of the Monitoring Committee of the Programme, can be found in the evaluation grid accompanying the Application form (available on Presage on-line system).

It is vital for the assessment that:

- All questions of the Application form are answered in a clear, precise and summarizing way, in their exact order and place.
- The general objectives of the project proposed, are in line with the Work Plan described in the Application form.
- The partnership has the needed competency on the matter and thus capacity to implement the foreseen activities and meet the objectives.
- The budget is realistic in regard to objectives, activities and duration of the project (allowing payment and certification within foreseen delays).
- The capitalization activity has a real transnational added value and is not a combination of local activities.
- The implication of the identified stakeholders is not only a declaration of intent but should be presented with a real, tangible, measurable strategy, and a dissemination and transfer method for results. The Application form contains an answer to 'who, what, how, and when'

ANNEXES and SUPPLEMENTARY INFORMATION

Annex 1. Project eligibility criteria

1. Administrative conditions

- 1.1 The application has been filled in and validated on the online monitoring tool of the Programme PRESAGE CTE
- 1.2 The complete application has been sent in paper version before the deadline. Has the application been signed in original?
- 1.3 The application has been provided in English or in French respecting the items with double language (short description, summary and project theme).
- 1.4 The submitted paper version of the application includes the commitment letters of each partner taking part to the proposed operation, Lead Partner included. The letter of the LP is signed and in original.
- 1.5 The application takes into account the rules of free market competition (State Aid regimes), of public procurement and of the other community and national rules (templates on State Aid or de minimis to fill in).

2. Partnership

- 2.1 The partnership includes partners from at least five EU countries from the eligible area of the MED Programme.
- 2.2 Partnership includes no more than 3 partners belonging to the same previous project and 2 partners belonging to the same legal structure (Ministry, Regional Council, Chamber of Commerce...)
- 2.3 The Lead Partner must be a public body or a body governed by public law (according to the definition of the Directive 2004/18/CE) and its structure must be established in one of the EU regions belonging to the MED zone. In addition the LP must have experience of management of a former or ongoing MED project.
- 2.4 No partner must concentrate more than 40% of total eligible budget (ERDF+IPA+public cofinancing) of the project.
- 2.5 No country must concentrate more than 50% of the total eligible budget (ERDF+IPA+public cofinancing) of the project.

3. Identification of the project

- 3.1 The maximum duration of the project is 18 months (excluding the period of preparation) and must finish June 30th, 2015 at the latest.
- 3.2 ERDF allocation to the project must be between 300 000.00€ and 1 million of euros.

4. Financial statements

- 4.1 The ERDF/IPA contribution foreseen in the application must not exceed the maximum rate allowed at State level with reference to the foreseen national public counterpart (i.e. 75% or 85% for the EU countries, 85% for IPA countries).
- 4.2 Overheads must not exceed 7% of the total eligible budget of the project (ERDF+IPA + public cofinancing).
- 4.3 The commitment letter of each partner (Lead partner included) specifies the precise amount of the national co-financing corresponding to the total ERDF/IPA amount requested by each partner in the application form (See section V.1 of the Application Form: Funding per partner - Public total financing of each partner).

Reference documents:

MED capitalization plan, In Itinere evaluation reports, CESPI reports, and comparative study between programmes.

Annex 2. MED capitalization process: Reflexions and steps that brought to the launching of the capitalization call

- The collection of information (desk analysis and interviews) on calls for capitalisation of several other EU transnational cooperation programmes;
- The setting-up of a “capitalization forum” in order to allow exchanges between Med partners and the capitalization team (external experts) through:
 - a one day workshop specifically dedicated to this subject within the annual Programme event in Naples on the 16th November 2009. This workshop initiated a process aimed at developing synergies between projects in order to ensure the dissemination and the transferability of project outputs; both beyond the partnership and after the end of the Programme;
 - two specific larger scale events concerning capitalization and in particular the clusterisation (Rome, June 2011; Marseilles, November 2011);
 - the collection of information, opinions and perceptions of the partners of diverse MED projects interested in the capitalization activity, during the up mentioned events, through interviews, emails and brief documents;
- The establishment of a project database gathering the relevant information on project characteristics, actions, approaches and deliverables;
- The development of a “deliverables library” gathering all the relevant deliverables of the approved projects (to be available online through the programme website);
- The launch of a spontaneous clustering process animated by the external expert selected by the programme;
- The launching of the present call for capitalization projects.

Annex 3. Clustering process: Indicative list of the 4 themes and 8 clusters emerging

► Policies for Smart Growth: innovative and creative SME's

- 1) Web-based platforms for knowledge and technology transfers
- 2) Innovative services and “soft” infrastructures for innovative and creative SMEs/industries
- 3) Smart Specialization in Rural Areas

► Policies for Sustainable Urban Models And Climate Change

- 4) Sustainable urban models, urban design and economic development
- 5) Energy Efficiency, Waste management and Pollution Prevention (buildings and neighborhoods)

► Policies for Sustainable Management of Natural Risk and Resources

- 6) Governance and Adaptation Policies in Coastal Mediterranean Zone
- 7) Integrated and Sustainable management of natural areas and resource in Mediterranean Area

► Policies for Sustainable Ports and Transports

- 8) Sustainable Ports, Transports and Accessibility

Annex 4. Panorama of selected MED projects

For the moment, the MED programme has launched 6 calls for projects, of which 4 have been finalized leading to the approval of a total of 108 projects; within the 4 axis of the programme

